APPENDIX

Vol. 33, No. 10 March 8, 1974

CONTINUING REPORTS ON THE ALA MIDWINTER MEETING
Chicago, Ill., January 20-26, 1974

RTSD RS REPRINTING COMMITTEE

The Reprinting Committee of the RTSD Resources Section was called to order by chairman Henry James, Sweetbriar College, on Sunday afternoon, January 20. The meeting opened with a discussion of the threatened paper shortage and its impact on scholarly reprints and the book trade generally. Letters from major paper manufacturers were read, reporting no paper shortage or plans to reduce production, especially of permanent/durable papers, so long as a supply of pulp is available. Reductions in production might be necessary if various petrochemicals used in the manufacture of paper become scarce. The members agreed to keep a close watch on the situation and the possible impact of less paper on reprint production.

A lengthy discussion followed on the committee's Policy Statement on Lending to Reprinters, especially on rates charged for lending library materials to publishers. The draft policy statement had been reviewed by RTSD and ALA and then sent back to the Committee with suggested changes. The major objection focused on the question of fees.

An energetic discussion followed on whether the fees charged microreprinters should be smaller than those charged hard copy reprinters. It was decided that there might be possible legal implications in favoring one group for economic factors in their reproduction processes. The item was removed from the policy statement and sent back to committee members for further review and possible rewording.

William A. Gosling, Library of Congress CIP Program Manager, presented a brief progress report on the program in general and the active participation of scholarly reprint houses in particular. Their participation has resulted in reprint publications being brought into the bibliographic mainstream of book publishing.

It was reported that *Choice* will be providing a larger number of reviews of reprint titles suitable for the college library market.

William W. Sannwold, Xerox-University Microfilms, highlighted the company's recent activities, including a new *Out-of-Print Book Catalog* to be issued in early 1975. He stated that 65 percent of their customers are colleges and universities, and that in 1973 the top 100 customers accounted for 50 percent of their business. The firm is working with publishers to have them deposit titles as they go out of print so that they can be listed promptly. Over 4,000 such titles were reported in 1973.

The meeting closed with the announcement that the Seminar on the Acquisition of Latin American Library Materials (SALALM) will hold a workshop on the reproduction of library materials during its meeting in Austin, Texas, on April 23-26.

[*William A. Gosling*]

RECRUITMENT SUBCOMMITTEE

The Recruitment Subcommittee of the Library Personnel Resources Office, chaired by Donald Hunt, Free Library of Philadelphia, met on the afternoon of January 21.

Marilyn Salazar, Minority Recruitment Specialist in the ALA Office for Library Personnel Resources, reported on the progress of the pilot minorities manpower program. The objective is to establish a cooperative program of minority recruitment, education, and employment in the Chicago metropolitan area. The program is designed to involve the cooperation of minority communities, three Chicago area accredited graduate library schools (Rosary College, University of Chicago, and Northern Illinois University), and public libraries. Of the 10 minority students who were selected to participate in the program, three have completed all of the requirements for a graduate degree in library science, five will complete the requirements in June or August, one student dropped out of the program, and one died. The communities, the library schools, the students, and the Recruitment Subcommittee are convinced that the project has been successful. Nevertheless, the desirability of having the entire project evaluated by an expert who is not associated with the project was also discussed. Several names were suggested for consideration.

The group also discussed the need for continuing the Illinois project and the need for similar programs in other parts of the nation. It was proposed that regional conferences or institutes be held in order to stimulate interest in better representation of minorities in library schools and the library profession. The committee is also interested in additional comments or suggestions. [*Kay F. Wexler*]

RASD BIBLIOGRAPHY COMMITTEE

The Bibliography Committee, which met on Tuesday, January 22, with Rodney R. Borlase, Rice University, in the chair, received a report on the American National Standards Institute's Committee Z39 from Daniel O'Connor. Mr. O'Connor has so far contacted only subcommittee SC4; he will report later on the progress of the other subcommittees and their pertinence to the concerns of the RASD Bibliography Committee. He also recommended that the committee consider endorsement of IFLA's International Standard Bibliographic Description at the Annual Conference.

The committee discussed the desirability of developing working contacts with scholarly and other professional associations such as Special Libraries, Law Library, and Medical Library Associations in order to reduce duplicated effort. It then took up the position of the Bibliography Committee within the organizational structure of ALA. While the group agreed that the committee needs more visibility, it also agreed that the time is not right even to attempt a change of status. Therefore, the chairman indicated the topic would be dropped from future agenda subject, of course, to re-introduction by any committee member.

A recommendation from Richard R. Centing, Ohio State University, called for a program on "Periodicals and Reference," a two-hour program with a panel of speakers, a display of serial bibliographies, and a discussion of how to keep up with new periodicals. Since the deadline for the New York conference had passed, the chairman suggested that the committee's interest could be made known to the RASD Board, which might agree to co-sponsor a San Francisco program the RTSD/RS Collection Development Committee is planning.

Gale Peterson of the Organization of American Historians, who had solicited comments and suggestions about a revision of Winifred Gregory's *American Newspapers, 1821-1936,* reported that a revision, which is generally supported, is just one aspect of a larger problem, the filming and preservation of American newspapers. John C. Finzi, Library of Congress, mentioned the active preservation program at LC for all American newspapers in its collections. In answer to the chairman's question about the quinquennial cumulation (1970-74) of *Books: Subjects,* Kay F. Wexler, Assistant Chief, Catalog Publication Division, stated that a decision had been made and that its publication would soon be open for bids.

[*Kay F. Wexler*]

COUNCIL/EXECUTIVE BOARD MEETING

The informational meeting of the Council and the Executive Board was called to order by ALA President Jean E. Lowrie at 8 a.m. on Tuesday, January 22.

President-elect Edward G. Holley reviewed the significant actions taken by the Executive Board at the last Annual Conference and at its fall meeting. At the former, the board accepted the 1973-74 budget submitted by COPES (Council Committee on Program Evaluation and Support) in the amount of $2,219,840 and authorized the deficit of $261,312 to be withdrawn from endowment capital. The board also authorized for one year an experimental membership plan for school librarians whereby those persons who were not members as of April 6, 1973, might enroll as ALA members privileged only to membership in AASL (American Association of School Librarians) for $25, but able to take advantage of all other membership privileges.

For the fall meeting, Mr. Holley reported the following significant actions of the board. First, the board has indicated its approval of the recommendation for a merger of the Publishing Board and Editorial Committee and that such recommendation be submitted to the Committee on Organization. Second, it has agreed to dispense with the "no conflict" rule at the next Annual Conference. Under this rule no other meetings have been scheduled during Council meetings. The board took this action because of the heavy number of requests for meetings and the difficulty of fitting them into the schedule. The board included in its action the decision to consult the Council at the end of the Annual Conference on whether to reinstate the "no conflict" rule for subsequent meetings. Mr. Holley also noted the need for a smaller planning committee for annual conferences; this is the direction in which he plans to proceed. In a third action, the board accepted the COPES recommendation not to assess roundtables for services provided by headquarters but to urge them to consider following the JMRT (Junior Members Round Table) example of voluntarily contributing 10 percent of their income to ALA. Fourth, the board faced a serious budgetary situation in which budget requests for 1973-74 had increased by $47,454 since the Annual Conference last summer, at which time the estimated budget ceiling had been overestimated by $85,514, resulting in a 1973-1974 budget of $2,267,094 with a deficit of $394,080 to be covered by endowment withdrawals. After consultation with and initiatives by the Executive Director, the board reluctantly

voted to rescind the five percent cost-of-living increase to headquarters staff scheduled to go in effect on January 1. Through this action and other actions regarding staff, it was possible to reduce the deficit to $316,446 for which funds must be withdrawn from endowment. The vote regarding the staff cost-of-living increase in no way affects the ongoing annual increments staff members receive on their anniversary dates. The 1973-74 General Funds Budget was approved at $2,189,460. Finally, the board considered the COPES dues proposal and referred the matter to staff, asking them to come up with a plan which would allow decentralization. The board's hope was to have a dues schedule that would support central activities and one that would support the various decentralized activities. (Such a proposal was later presented to Council and acted upon.)

Mr. Holley discussed some of the plans for the 100th anniversary of ALA in 1976 and reported that the theme for the year would be "ALA-100: Celebrate!" He noted that liberty of mind and free access of information to all people have been the goals for which ALA has worked and of which it can indeed be proud.

After a summation of the board's activities, there followed a discussion of SCMAI (Staff Committee on Mediation, Arbitration, and Inquiry), which works within the framework of the Program of Action for Mediation, Arbitration, and Inquiry. In the absence of the Executive Director, the discussion was lead by Ruth R. Frame, Deputy Executive Director of ALA. Mrs. Frame referred Council to the document on SCMAI that had been provided beforehand for information. Mrs. Frame discussed the various procedures followed by SCMAI and noted the development of a Statement of Inquiries and the Request for Action form. The latter has been revised several times. The committee receives a wide variety of requests from different types of libraries and librarians, and first tries to get the facts but usually does not conduct formal inquiries into cases which are in the process of local hearings or which are in litigation. SCMAI tries to suggest solutions which are in the best interest of the person involved and the profession. The reporting of the committee has been influenced by the need for confidentiality, about which many persons are very sensitive; the committee is continuing to explore ways to provide better and more reporting without infringing upon confidentiality. Mrs. Frame noted that when a complaint requires fact finding, this is done by persons drawn from the membership of ALA. The budget for SCMAI is about $19,000 which Mr. Holley noted does not include staff salaries; since some staff members are spending a considerable amount of their time on SCMAI matters, the $19,000 figure does not reflect the full cost of this activity.

The next item considered was roundtables. Miss Lowrie referred Council to Article VII of the Bylaws which authorizes Council to establish roundtables, and provides, among other things, in Sec. 2 that "no round table shall incur expenses on behalf of the Association except as authorized nor shall any round table commit the Association by any declaration of policy." Miss Lowrie noted that roundtables should work with the appropriate units and boards of ALA regarding changes in policy. The President read a series of statements on roundtables selected from various sources of policy and procedure of ALA. The tenor of the statements emphasized the limitations under which roundtables are expected to operate with respect to fiscal and policy matters of the Association. A controversy arose over the source of the statement and was momentarily calmed by Miss Lowrie, who reported that the statement she had just read was put together by staff at the request of the Executive Board and the President.

The last item discussed was a Council document entitled Proposed Guidelines for Preparation of Resolutions for Presentation to Council, which had been sent to Councilors before the Midwinter Meeting. Mr. Holley noted that Council may wish to consider establishing a more formal means, like a committee review, of reviewing resolutions to come before it. If so, it will need to decide whether any such committee would be merely advisory, serving to provide guidelines, or whether its purview would include policy and its actions be more binding.

[*Kay D. Guiles*]

COUNCIL I

On Tuesday, January 22, President Lowrie called to order the first Council session of the Midwinter Meeting. Several routine matters were disposed of with dispatch, including establishing a quorum, adopting the rules (with standing votes made part of the permanent rules), adopting the agenda, as amended, and approving the minutes of the Council meetings held at the 1973 Annual Conference in Las Vegas. Miss Lowrie announced that Robert Wedgeworth, Executive Director of the Association, was quite ill and would not be present at the first session of the Council.

President-elect Holley, as Chairman of the Council Committee on Committees, presented the candidates

for the Executive Board. The document presented to council contained the statement that the "committee believes very strongly that another school librarian should be on the Executive Board; hence the nomination of two school librarians."

The propriety of such a statement appearing in a nominating document was challenged, and Council voted to delete the statement. In the discussion it became clear that there was no objection to having an additional school librarian on the Executive Board; it was felt, however, that the presentation of the nominating committee should be absolutely neutral. The following four persons were nominated by the Committee on Committees: Rebecca T. Bingham, Division of Media Services, Louisville, Ky., Public Schools; Elizabeth Hoffman, Division of School Libraries, Department of Education, Commonwealth of Pennsylvania; E. J. Josey, Division of Library Development, New York State Education Department; Anita R. Schiller, Library Reference Department, University of California, San Diego.

In addition, the following two nominations were made from the floor: Alphonse F. Trezza, Illinois State Library, and F. William Summers, College of Librarianship, University of South Carolina.

Mr. Holley also reported on the appointments to Council committees made by the Committee on Committees, noting that 200-300 names had been received from various sources including the chairmen of committees, ALA staff, and individual ALA members. Although the Committee on Committees carefully tried not to reappoint members, some continuity did seem desirable especially in the Intellectual Freedom Committee and the Committee on Legislation.

The next item in the proceedings was the President's Report. In reviewing her activities of the past six months, Miss Lowrie recounted her travels to several foreign countries, which allowed her to share observations with such other national library organizations as the Canadian Library Association, the Library Association (Great Britain), and the Yugoslav Library Association. The President reported she has been impressed and pleased with an obvious and increased interest in ALA as exhibited, for example, by a rejuvenation in State chapters. She mentioned the special program of introductory membership authorized by the Executive Board under which the American Association of School Librarians has been able to recruit over 2,100 members for AASL. Other areas of positive achievement include the doubling of membership in the Freedom to Read Foundation since the last Annual Conference, successes in legislation regarding the impoundment of library funds at the Federal level, the forthcoming publication in the spring of a new edition of *Books for College Libraries* (supported by a $300,000 Council on Library Resources grant), and the awarding to ALA by the Mellon Foundation of a grant, to be administered by the Association of College and Research Libraries, for establishing an Academic Library Internship Program for Administrators of Predominantly Black College and University Libraries. One of the goals of the program is to "accelerate the development of management ability in Black librarians who wish to participate in such a project and provide them with adequate internship experiences." The President described her interest in staff relationships and noted that this was to be the subject of the President's Program on Wednesday evening. She also discussed the Association's rather severe financial problems and reiterated that Council will have to accept the job of setting priorities.

After the President's report, William North, ALA legal counsel, made a statement to Council regarding the Internal Revenue Service audit of ALA. This audit is part of an overall program under which IRS is auditing all tax-exempt organizations. IRS has had an agent in ALA's offices for about three months working with the ALA accounting and legal staffs and taking a close look at ALA activities. As a result of this, IRS has expressed grave concern about certain activities of ALA with respect to its tax-exempt status. It is alleged that certain units of the Association have engaged in support of political candidates and parties; such an allegation is very serious, of course, because this activity is not allowable within a tax-exempt status. After comment from the floor that Council should carefully look at the IRS final report and should not be intimidated by IRS, the question was asked who is making the assertions of political activity. Mr. North responded that the IRS agent reviewed the documentation in the offices of the Association and from other sources. When the agent completed the analysis, there was an initial conference at which the agent presented his tentative conclusions. At this time, the ALA legal staff requested the specific documents in question in order to pinpoint the IRS concerns. Mr. North went on to point out that from the IRS's point of view, an organization may be whatever it pleases. Tax-exempt status requires that certain conditions be met, however, and the IRS is charged with seeing that these conditions are met. Mr. North emphasized that all legal steps will be taken to preserve tax-exempt status unless the Association wishes to do otherwise.

Mr. Holley announced the 1974-75 Nominating Committee (to provide nominations for Vice President and President-elect and for Councilors) consisting of Pearce S. Grove, Chairman, Nina T. Cohen, Donald R. Haynes, Cordie R. Hines, and Carolyn T. Leonard.

Richard W. Boss, as Chairman of the 1972-73 Nominating Committee, reported the activities of his group. He enumerated the various ways names of candidates were solicited. The heaviest response (nearly 300) came from sending out about 500 letters to a mailing list derived from the *ALA Handbook of Organization*. The committee also attempted to elicit responses from those groups—chicanos and blacks, for example—in which the Association has shown an interest for more involvement in Association activities. There was a heavy response from divisions within ALA, State librarians, academic and public librarians groups but not from the other groups. The committee met several hours last summer and attempted to provide a balanced slate of good people. There was a rather high reject rate from persons approached as candidates for Council. The two reasons given most were lack of travel money, especially among school librarians, and lack of time for meetings. The candidates for Vice President and President-elect nominated by the Committee are Clara S. Jones, Director of the Detroit Public Library, and Allie Beth Martin, Director of the Tulsa City-County Library. In addition, 50 nominations by the committee were presented for Council, 25 to be elected for the term 1974-78, and two additional candidates were presented, one to be elected to fill the vacancy for the term 1974-77. Further nominations were made by petition (10 signatures required on petition from Council; 100 signatures required on petitions from membership).

The next item of business was the Freedom to Read Foundation Report given by Alex Allain, Foundation President. Mr. Allain enumerated eight cases of major importance before various courts, explained the issues involved in each case, and described the foundation's interest and involvement in the cases. Each of the cases involves freedom-to-read issues. The membership of the foundation, which has grown from about 600 members to about 1,200 (including non-ALA members), is still not large enough. Mr. Allain reiterated that this is a time of crisis for freedom to read; he thanked the Council and members of the foundation for their support in the past and asked for continued support both for the principle of freedom to read and for the foundation itself. One means of providing support to the foundation, presented to Council in the form of a resolution, called for an application for membership in the foundation being made part of the ALA membership form beginning with the 1975 membership year. There was considerable discussion, and legal counsel assured Council that the move would not jeopardize ALA's tax-exempt status (two separate checks would be required—one for ALA, one for the Freedom to Read Foundation). The concern for preservation of tax-exempt status for ALA was made a part of the resolution by amendment, and the resolution was passed as amended.

[*Kay D. Guiles*]

COUNCIL II

The second session of Council was convened on January 23, President-elect Holley presiding. Council adopted a resolution paying tribute to the distinguished services rendered to the Association and the library profession by former Executive Director David H. Clift, who died on October 12. This was followed by the report of the Treasurer of the Association, Frank B. Sessa, Graduate School of Library and Information Science, University of Pittsburgh, carried over from the agenda of the first session. The report was presented in the form of numerous statistical analyses of the financial condition of the Association projected on screens in the darkened meeting room. The message was equally dark. The Association is operating heavily in the red. Since November 1972 the deficit has exceeded $800,000. Meeting this deficit is possible only by drawing from the endowment fund. At the present rate of withdrawal, the Association will go broke in two to three years. Belt-tightening measures, such as passing over the normal cost-of-living increases for the ALA staff, have had little effect on the situation.

President Lowrie resumed the chair to introduce the Chairman of the Program Evaluation and Support Committee (COPES), William Chait, Dayton Public Library, who presented the COPES proposal for a new dues scale aimed at substantially increasing ALA income through higher dues from personal members. Regular members, under this plan, would pay dues of $35 which would go entirely to the support of the Association as a whole and $15 for each division membership which would go to the division for use as it sees fit. Each member would be entitled not only to *American Libraries* but also to the *Handbook* and other privileges. Divisions would also be free to levy a surcharge on membership if they saw fit.

Recognizing that such a system might reduce the

number of dual divisional memberships now automatically accorded to members, COPES projected a 40 percent drop in dual membership and on that basis projected an increased income from dues of $279,664, a substantial increase in revenue, but still considerably short of counterbalancing the deficit. Discussion of this proposal brought out the important facts that the proposal would result in an indirect reorganization of ALA by giving strong divisions, through independent financial support, greater freedom of action and that smaller divisions would be weakened by a lower level of financial support.

At this point, AASL presented a substitute proposal based on the COPES proposal, which would reduce the dues of student and foreign members and would introduce a new class of membership—introductory membership—for first-year members, with dues of $25 to go to the Association and $5 to go to a chosen division. Many speakers supported the proposal emphasizing the importance to the Association, as well as to its finances, of expanding the membership, some predicting the possibility of an eventual doubling of the membership. Speaking against the substitute and for the COPES proposal, defenders claimed that it would take an increase of 6,000 members to realize the income that would result from the latter. They emphasized that in a crisis it is better to take immediate action on a proposal whose results were fairly predictable than to follow a course that depended on uncertainties for its success.

Since the time was growing late, it was decided to postpone further discussion of dues until the third session on January 25 and to turn instead to the report of the Select Group to Visit the Library of Congress, appointed in furtherance of the objectives of the Staff Committee on Mediation, Arbitration, and Inquiry (SCMAI), in investigating charges of racial discrimination at the Library. W. Carl Jackson, Indiana University Library, chairman of the group, introduced the report noting the tremendous differences in size and nature between the Library of Congress and other American libraries. He noted the extensive efforts made by the Library to combat discrimination but said some of the Library's programs need modification and that discrimination has not yet been eradicated. He attributed much of the progress to ALA prodding, but recommended moving away from an attitude of confrontation to one of détente.

The report, which had been generally distributed, focuses on its finding that "significant amounts of apathy, fear, and mistrust exist" among the Library staff with regard to the administration's efforts and effectiveness in dealing with race-related problems and with the perception of these problems. It notes that the LC Professional Association "expresses considerable concern for the apparent lack of receptivity on the part of the Library administration of upward communication in the Library. . . . Organized staff opinion," it states, "has not been adequately represented in those advisory bodies which have been established to assist in the implementation of the Equal Employment Opportunity Programs." It finds that "effective and lasting solutions can be found only through the consistent application of sound judgment and the willingness of the Library's staff and its administration to work together." The report concludes with the following five recommendations, the last in the form it was amended on the floor of Council:

(1) That a Coordinating Committee representative of more divergent points of view be organized to assist in drafting and implementing policies and procedures regarding equal employment opportunities and affirmative action. This committee should include representatives from the major staff organizations in the Library of Congress.

(2) That the Librarian (and his top administrative staff) become more visible in directing the efforts of the Library's supervisors to implement changes in personnel policies, procedures, and practices. Toward this end, meetings with the supervisors and visits to departments and divisions of the Library would be beneficial.

(3) That the Library of Congress should review its Affirmative Action programs relative to those areas with high percentages of lower grade positions and, with the assistance of employees affected, develop realistic plans for training, upgrading and promotion.

(4) That the Librarian's Liaison Committee* be reactivated to assure the continuous cooperation between the Library of Congress and the profession on all matters of concern, but with particular emphasis at this time on the personnel policies and procedures in the Library.

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*To improve communication between the LC, the principal library associations and through them the librarians they represent. To provide a mechanism where programs and problems of particular concern to the profession can be discussed to the end that these may become better known outside the Library of Congress and LC can benefit from views of others. (From a letter of February 26, 1962, from L. Quincy Mumford to David H. Clift.)

(5) That the American Library Association, through cooperation with the LC union and staff organizations, continuously monitor the progress of the Library of Congress in meeting those recommendations in the spirit as well as the letter of the recommendations; that LC send its Affirmative Action plans to ALA; and that, along with the plans submitted, it should send its plans with the names and officers of the employee organizations in existence.

The report, with the amendment to the fifth recommendation, was accepted without dissent. On motion of John G. Lorenz, Deputy Librarian of Congress, it was agreed to include the text of the semiannual progress report of LC's Equal Employment Opportunity Plan for Affirmative Action in Fiscal Year 1974 along with the publication of the Select Group's report in *American Libraries.*

The session was concluded with remarks by Eugene Walton, LC's Assistant Director of Personnel for Equality Programs, recounting his experience and expectations in his office and his inability to understand why such searching inquiry of the Library of Congress was made by ALA without any apparent interest on the part of the Association in investigating other libraries in which it is reasonable to suppose similar problems exist. Why should there not be similar reports to ALA by other libraries? His observations drew warm applause. [*C. Sumner Spalding*]

THE PRESIDENT'S PROGRAM

The President's Program, held Wednesday evening, January 23, focused on the topic, "The Nature of the Profession: Staff Relationships." It was a three-part program with John Rizzo, Professor of Management, Western Michigan University, with the Greater Chicago Dramatic Troupe, and with questions and answers from staff and administrators led by Richard Boss, Director of the University of Tennessee Library.

Mr. Rizzo's talk was the heart of the meeting. He treated staff relationships as a problem of organization and from the point of view of administrative concern. He stressed not only the point that library organization requires skill but also that there is no ideal organization. Change is inevitable and librarians should not expect too much. In discussing the more technical aspects of organizational problems, the speaker emphasized that it is necessary for a library to define its goals first since organizational patterns grow out of goals. It was pointed out that library organization must be built around the various steps in the flow of work and departmentalized accordingly like a factory assembly line; however, such an organizational structure creates problems. For example, operating problems tend to get ahead of consideration of the more fundamental goals, or people with technical skills may move into positions of management for which they are not trained.

If organization is to achieve its goals, a large administration staff, sophisticated in management techniques, is needed. Such a group would remove routine tasks from professionals, would concentrate on measuring efficiency, would develop a system of feedback and control, and would use incentive systems to reduce costs. Most important, the administrative staff would set goals, respond to growth, and build an organizational structure which would provide for research and development.

Dealing more specifically with library problems, Mr. Rizzo mentioned a fundamental goal conflict in the concept of storage of books versus their circulation. He wondered how much is spent to learn more. Another problem is the competition offered by other groups which provide services that libraries can supply. Groups should be established to explore new directions and to develop client-centered goals. It would be useful to study business and industrial techniques in order to make the production part of the organization work, splitting the routine from the creative. At the close of his talk, Mr. Rizzo again emphasized that organization is a tool, that there is no ideal solution, that experimentation is required, and, finally, that libraries should not expect too much.

The presentation of the Dramatic Troupe consisted of three unrehearsed skits. In each, a librarian was approached by a middle-level administrative librarian who hoped to secure approval of certain projects. Each skit attempted to show the interaction of people with different personalities and skills. In the view of this reporter, the skits were more amusing than instructive.

The relatively short question-and-answer session by a panel which included Mr. Rizzo is perhaps best summarized by pointing out that the panel members were somewhat disturbed by Mr. Rizzo's suggestion that business and industrial management techniques have a place in libraries. [*Paul W. Winkler*]